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REGULATION

25X1A

(PROPOSED)

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4 September 1956

## COMPETITIVE PROMOTION

## 1. GENERAL

This Regulation states policy and procedures which apply to the promotion of employees (staff employees and staff agents) in grades GS-14 and below. It does not apply to the promotion of employees compensated in accordance with Wage Administration Schedules.

## 2. POLICY

- a. The Agency Table of Organization will be staffed by the assignment of qualified personnel to the positions in which they are most needed, with due consideration given to preferences of employees. External recruitment will be undertaken only to fill positions for which qualified employees or detailed personnel are not available. To maintain authorized staffing levels for Agency positions, qualified employees will be advanced on the basis of competitive evaluation of their performance, qualifications, length of service, acceptance of Career Staff obligations, and value to the Agency. Promotions and recruitment will be controlled so that the composition of Agency personnel by grade level and occupational fields will not exceed the authorized staffing.
- b. In general, each Career Service will comprise the competitive area for promotion for members of that Service. However, the Head of a Career Service may establish separate areas of competition within the Service when necessary due to substantial differences in occupational or functional lines of work performed by its personnel.

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- c. Competitive evaluation of employees in grades GS-7 through GS-14 for promotion will be accomplished through the establishment and use by Heads of Career Services of Competitive Evaluation Panels in each Career Service. Panel recommendations of promotions will be advisory to the Head of the Career Service, who will make final recommendations to the Director of Personnel. Panel consideration will not be required in the administration of promotions of personnel in grades GS-6 and below, but the basic principle of competitive promotion will be followed insofar as practicable.
- d. Personnel in the zone of consideration will be considered for promotion by the Head of their Career Service at least once each year.
- e. Promotions will be of one grade increments except where double grade stages have been established for progression within the grade range GS-5 through GS-11.
- f. Normally, individuals will be promoted to positions which correspond in grade to their grade after promotion. However, they may be promoted to positions higher in grade than their grade after promotion, when necessary; or they may be promoted to a position lower in grade than their grade after promotion when it is necessary in the best interests of the Agency that they be retained in or assigned to such a position on a personal rank assignment basis. Personal rank assignment will not be authorized if the action would result in the grade structure of personnel in the Career Service exceeding the grade structure of positions which the Career Service staffs (Career Service Staffing Authorization).

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3. DEFINITIONS

- a. Personal Rank Assignment - An assignment in which the grade of an employee is authorized to exceed the grade of the position encumbered. Personal rank assignments are approved by the Director of Personnel upon certification by the Head of the employee's Career Service that they are necessary in the best interests of the Agency for one or more of the following reasons:
- (1) To enable an employee competitively promoted to complete a specific tour or assignment in a position of grade lower than his grade after promotion.
  - (2) An employee is the only qualified individual available for a position which must be filled immediately.
  - (3) The employee possesses such unusual background, contacts, or qualifications for a particular position that his assignment to that position is essential to an Agency program.
  - (4) An employee's service record and qualifications clearly predict satisfactory performance in a position of his grade, and staffing plans provide for the filling of such a position in the near future, but no assignment of proper grade is currently available.
  - (5) To permit an employee to obtain specific experience essential to the planned future utilization of his services.

Personal rank assignments will be for a specified maximum period of time,

as agreed to by the

Director of Personnel and Head of the Career Service concerned.

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- b. Career Service Staffing Authorization (CSSA) - The number of positions by grade levels and occupations which a Career Service is responsible for staffing. In the absence of designations of T/O positions according to Career Service jurisdiction, the Career Service Staffing Authorization will be approximated by tabulating the grades of all positions encumbered by members of the Career Service in each Competitive Area and adjusting to provide for vacant positions to be filled during the period.
- c. Senior Supervisors - For purposes of this Regulation, the term Senior Supervisors, will be used to designate the heads of the operating echelons in which employees under consideration for promotion are located. Senior Supervisors generally will be Division and Staff Chiefs in DD/I and DD/S; Chiefs of Area Divisions and Senior Staffs in DD/P or equivalent officials as agreed to by Head of the Career Service and the Deputy Director concerned.

4. RESPONSIBILITIES

a. SUPERVISORS

Supervisors at all levels are responsible for evaluating the merit for promotion of employees under their jurisdiction and for making recommendations to the Heads of appropriate Career Services, through command channels, concerning the promotion of such employees, according to the provisions of this Regulation.

b. HEADS OF CAREER SERVICES

The Head of each Career Service is responsible for:

- (1) Recommending promotions to the Director of Personnel based upon competitive evaluation of employee's merit for promotion in relation to the staffing requirements for the Career Service, after due

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consideration of recommendations from Competitive Evaluation Panels, Career Boards, and Senior Supervisors.

- (2) Determining Competitive Promotion Areas within the Career Service.
- (3) Appointment of Competitive Evaluation Panels for the Career Service.
- (4) Ensuring that the composition of the membership of the Career Service by grade level and occupational fields does not exceed the staffing authorization of the Service. (CSSA)

c. DIRECTOR OF PERSONNEL

The Director of Personnel is responsible for:

- (1) Ensuring compliance with the regulation by continuous evaluation of the Agency's promotion program.
- 9 (2) Reviewing all promotion requests and finally approving promotion actions which conform to the provisions of this regulation including the approval of personal rank assignments when required by a promotion request.
- (3) Recording and disseminating the qualification requirements of all Agency positions to be used as a basis for reviewing promotion requests.
- (4) Providing periodic listings to Heads of Career Services of personnel in the zone of consideration for promotion.
- (5) Providing periodic reports comparing the number of personnel of the Career Service at each grade level with the number of authorized positions at each grade level encumbered by the members of the Career Service (CSSA).

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5. PROMOTION REQUIREMENTS

a. Agency Experience Requirements

An employee will enter the zone of consideration for promotion when he has served in his current grade for the appropriate period as indicated below:

<u>Current Grade</u>	<u>Months of CIA Experience</u>
GS-1 through GS-6	6
GS-7 through GS-11	12
GS-12 and GS-13	18
GS-14	24

b. Qualification Requirements

An employee must be qualified to perform the duties of a higher graded position to which his promotion is recommended. If an employee is being promoted and retained in a personal rank assignment in a lower graded position, he must be qualified to perform work in the occupational category and grade level to which he is promoted. When an employee is being considered for promotion to a position for which qualification requirements are prescribed in Handbook [REDACTED] these requirements will be used as the basis for evaluating his qualification.

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6. PROCEDURES

a. Competitive Evaluation Panels

The Head of each Career Service will appoint Competitive Promotion Panels consisting each of a minimum of three voting members of the Career Service of higher grade than employees to be evaluated as to merit for promotion. Intermediate Panels will evaluate employees in grades GS-7 through GS-11, and Advanced Panels will evaluate employees in grades GS-12 through GS-14 each year. Panel Members will serve for the period of time required to

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evaluate personnel in the grade groups assigned. Competitive Evaluation Panels will function in accordance with the provisions of HB [REDACTED] and will provide the Head of the Career Service with a listing (in order of relative merit for promotion) of the personnel in the zone of consideration at each grade level and competitive area whom it recommends for promotion.

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b. Senior Supervisors

- (1) Upon request of the Head of a Career Service, Senior Supervisors will submit for each grade level, a list of their employees in the Career Service and zone of consideration whom they recommend for promotion. Whenever practical, Senior Supervisors will list the recommended employees in the order of preference for promotion. This listing will be provided to the appropriate Competitive Evaluation Panel for its use.
- (2) During intervals between Panel evaluation of a grade level of personnel, a Senior Supervisor may submit individual promotion recommendations to the Head of the appropriate Career Service when immediate promotion action is desirable to recognize outstanding ability and performance.
- (3) Senior Supervisors will submit promotion recommendations for personnel in grades GS-6 and below when their performance, qualifications, and length of service as compared with other personnel in the area concerned merits their promotion.

c. Heads of Career Services

- (1) Upon receipt of rank order listing from the Panel, Heads of Career Services will make final determinations as to employees to be

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recommended for promotion in the grade(s) concerned. They will ensure that employees recommended for promotion are to be utilized in a position of proper grade currently or will be so utilized in the foreseeable future; and that the grade and occupational structure of personnel in the Career Service will not exceed the Career Service Staffing Authorization (para. 3) as a result of promotion actions recommended. Additionally, they will inform Senior Supervisors of their employees being recommended for promotion and give due consideration to a request from a Senior Supervisor as to timing of the action or that a promotion be withheld.

- (2) Heads of Career Services will initiate promotions for personnel in grades GS-6 and below in consideration of recommendations from Senior Supervisors and on the basis of performance and qualifications of the individuals in comparison to their contemporaries in the zone of consideration and Career Service.

- (3) Heads of Career Services will submit promotion recommendations to the Director of Personnel on [REDACTED] Request for Personnel Action, in accordance with instructions of [REDACTED] Recommendations for promotion requiring personal rank assignments will include a certification from the Head of the Career Service, or his designee, citing the reason for the use of this type of assignment and the probable duration.

7. IMPLEMENTATION OF THE COMPETITIVE PROMOTION PROGRAM

Heads of Career Services are authorized to implement the program in gradual stages of one grade level of personnel at a time, thereby continuing previous promotion procedures for levels of personnel on which Competitive Evaluation Panel action has not been taken. The program, however, will be fully installed



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25X1A SUBJECT: Problems in the Competitive Promotion System. Proposed Solutions in Revised [REDACTED] Promotion.

1. PROBLEM: Grouping together for competitive ranking individuals in diverse occupations. For example, Psychologists and Administrative Officers.

SOLUTION: To begin with, most Career Services are composed predominantly of personnel in similar occupational fields. However, where the need for separate competitive areas by occupational field exists, the Head of the Career Service is authorized to establish defined competitive areas according to occupational or functional lines of work performed by the personnel: (Par. 2b.).

2. PROBLEM: Workload involved in mandatory review each six months. Due to workload considerations, should we confine competitive promotion to the higher grades for the time being?

SOLUTION: The Regulation now proposes competitive evaluations for promotion on an annual rather than a semi-annual basis. (Par. 2d, 6a). Further, the program may be implemented by stages of one grade level at a time, with previous promotion procedures to remain in effect until a specific grade level has been competitively ranked. (Par. 7). Thus, a Career Service could implement the program starting with GS-14's and working down.

3. PROBLEM: Is it desirable to have mass promotions in a given grade or would it be better to have a system which distributed these promotions over the entire six month or yearly period?

SOLUTION: The Regulation provides (Par. 6c(1)) that the Head of the Career Service will give consideration to the recommendation of Senior Supervisors as to the timing of promotions, once the rankings have been determined. It also permits (Par. 6b(2)) recommendations for promotions by Senior Supervisors during intervals between panel rankings; this provision could be utilized whenever it is desirable to promote an employee who has not been ranked by the Panel. Thus, it would be permissive [REDACTED] suggestion) to promote personnel prior to the next ranking of the grade level when this action is considered necessary. Finally, the Regulation does not prohibit Competitive Evaluation Panels from meeting more frequently than annually.

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4. PROBLEM: Should we have a promotion quota system or should Career Services be able to promote within the limits of authorized tables of organization?

SOLUTION: The Regulation includes no provision for the use of promotion quotas at this time since it was the consensus of opinion of the

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Council that the need for this control could be best determined after the competitive evaluation program had functioned for a period of time.

The T/O, in itself, cannot be used as the only control mechanism since in only a few Career Services does a specific Table of Organization depict the positions to be staffed by the members of the Service. However, positions on some T/O's, mostly in the Clandestine Services, are informally earmarked as to Career Service which will staff each position. To provide a realistic guide as to the authorized size and composition of each Career Service, the Regulation introduces a Career Service T/O concept, the Career Service Staffing Authorization (Par. 2a). The Career Service Staffing Authorization (CSSA) could be precisely determined only if all T/O positions are designated according to Career Service jurisdiction. Since this approach has not been considered practical at this time, an alternate method of computing the CSSA is presented: The CSSA is approximated by tabulating the grades of the positions held by all members of each Service (by competitive areas, if established) and adjusted to provide for vacant positions scheduled to be filled by members of the Career Service during the period. The Career Service Staffing Authorization, thus, establishes the maximum number of personnel a Career Service may have in each grade level and general occupational field. On an Agency-wide basis, however, the T/O will set the limits for promotions.

5. PROBLEM: In connection with the above, how will "occupational fields" be defined and established?

SOLUTION: Whenever the Head of a Career Service establishes separate Competitive Areas for promotion, this action will in effect define and establish an occupational field. The available promotions will then be determined by a computation of the CSSA for the group of personnel in each Competitive Area.

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